



# Catawba County Social Services

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Board Outcomes

*FY 2016-2017*

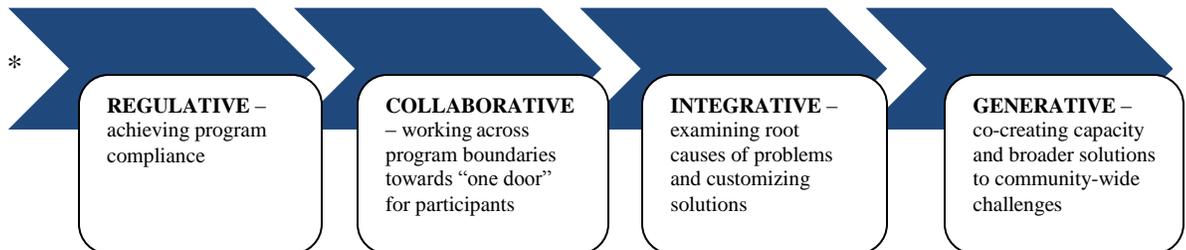
# Social Services Balanced Scorecard



## MISSION

To strengthen with dignity and respect, the well-being and quality of life for all citizens through supportive services and advocacy

FOCUS AREAS	GOALS			
<b>Community Impact</b>	Maximize individual and family functioning through education, support, treatment, and access to needed resources.	Provide services that allow for vulnerable children and adults to remain safely in their own homes, whenever possible.	Assist citizens to become or remain economically stable and/or independent.	Provide outreach and preventive services for vulnerable children and adults, working to build strengths and mitigate risks through skill building, service coordination and advocacy.
<b>Operations</b>	Ensure diligent stewardship of local, state, and federal resources and maintain fiscal strength.	Provide the highest standards of efficient and effective services.	Achieve positive results through an ongoing commitment to continuous quality improvement (CQI).	Ensure ongoing commitment and adherence to collaboration and partnerships with internal and external stakeholders.
<b>Customer Experience</b>	Administer services in accordance with Federal, State, and County laws and regulations.	Ensure ongoing attention and commitment to customer satisfaction with services.	Provide quality outcome focused programs and services for consumers, which are responsive to the changing Human Services environment.	Increase citizens' knowledge of internal and external services and resources.
<b>Employee Experience</b>	Provide staff with a safe, healthy and pleasant work environment.	Recruit, select, and retain caring, culturally competent, and diverse staff.	Support training, learning, and the ongoing growth and development of staff.	Encourage teamwork, innovation, advocacy, and shared decision-making.



\*American Public Human Services Association (Value Curve)

# COMMUNITY IMPACT

**Maximize individual and family functioning through education, support, treatment, and access to needed resources.**

1. 85% of post adoptive families (27 of 30) will report an increase in knowledge of the implications of childhood trauma on children following trauma training as measured by a Trauma Knowledge Questionnaire so that families are better equipped to parent their children and seek appropriate services when needed. (Post Care)
2. 90% (23 of 25) of post adoptive families who received the Success Coach Service will maintain placement for at least 12 months following case closure. (Post Care)
3. 80% (40 of 50) of children ages 3-17 who enter foster care will engage in treatment within 45 days of entering care through a comprehensive clinical assessment to provide needed interventions to address identified needs to reduce symptoms and improve future well-being. (Clinical Services/Outpatient)
4. 93% (25 of 27) of children ages 2-5 years, who complete services with the Clinical Specialists, will demonstrate greater resiliency, increased ability to meet his/her needs, increased ability to express feelings with appropriate words and actions, and will develop stronger relationships as indicated by an increase in the total protective factors score as measured by the Devereux Early Childhood Assessment, 2nd Edition. (Early Childhood Support Team)
5. 96% (24 of 25) of child care teachers who implement suggestions and activities provided during consultative services with the Childhood Education Specialists for at least 6 months, will demonstrate maintenance or improvement in providing supportive classroom environments for children as measured by the Inventory of Practices for Promoting Children's Social Emotional Competence. (Early Childhood Support Team)
6. 100% (30 of 30) children, ages 3-5 years, who enter Foster Care in FY2016-17 and who have not received any type of developmental screening to identify needs within the past 6 months, will receive an initial Ages and Stages developmental screening within 30 days of the child being placed and remaining in a resource home. (Early Childhood Support Team)
7. 93% (116 of 125) of students who receive Advocates for Children in Education (ACE) school social work services for at least 90 days will demonstrate improvement in at least one domain (life domain functioning, behavioral/emotional needs, risk behaviors, caregiver strengths, child strengths, acculturation), using the standardized Child and Adolescent Needs and Strengths Education Identification (CANS) Comprehensive Assessment. (ACE)
8. 90% (180 of 200) of students seen by ACE school social workers for specific needs will have needs satisfactorily met within 15 school days of referral date, as determined by referral date and progress note. (ACE)
9. 26,750 round trips will be provided to assist Medicaid-eligible Catawba County citizens gain access to medical services, as compared to 27,312 round trips provided during Fiscal Year 2014/15. (Medicaid Transportation)
10. 1,600 individuals will receive assistance and/or transportation to access medical services, as compared to 1,594 individuals during Fiscal Year 2014/15. (Medicaid Transportation)

11. 85% (1,235 of 1,454) of the public elementary school children considered food insecure who request Backpack Service will be served. (Backpack)
12. 340,000 meals will be provided to the public elementary school children considered food insecure who request the Backpack Service. (Backpack)

**Provide services that allow for vulnerable children and adults to remain safely in their own homes, whenever possible.**

13. 93% (37 of 40) of people who have a finding of abuse, neglect or exploitation will not experience a repeat finding of mistreatment within 6 months of a finding. (Adult Protective Services/Guardianship)
14. Teaching Parents will meet with 90% (40 of 45) of teachers of children who reside at the cottages at least once every 9-week grading period to identify child strengths and needs. (Residential Cottages)
15. 93% (198 of 215) of children with a substantiated report of abuse and/or neglect will not have another substantiated report within 6 months of the first report. (Family In-Home Services)
16. 87% (118 of 136) of families who are identified as chronically neglectful to children (3 or more reports) will not experience an additional finding of child maltreatment within at least 12 months of completing in-home social work services. (Catawba County case findings only) (Family In-Home Services)
17. 95% (244 of 257) of those served by the Special Assistance In-Home and Community Alternatives Programs for Disabled Adults are able to maintain in their homes. (Long Term Care)
18. 129,500 nutritious meals will be served by the Senior Nutrition Program to eligible Catawba County citizens age 60+ during FY2016-2017, compared to 127,323 meals in FY 2014-2015. (Senior Nutrition/In-Home)
19. 98% (98 of 100) of children needing child care while involved with Child Protective Services will be provided with care (conditioned on the availability of state and federal funds). (Day Care)

**Assist citizens to become or remain economically stable and/or independent.**

20. 100% (125 of 125--duplicated) of able bodied adults who qualify for the Work First Program with a means of transportation will receive intensive employment services as opposed to the state benchmark of 80%. (Work First)
21. 95% (3,429 of 3,610) of potentially eligible citizens will receive financial assistance for heating and cooling needs through a collaborative effort provided by Social Services, Eastern Catawba Cooperative Christian Ministries, Greater Hickory Cooperative Christian Ministries, and Salvation Army. (Conditioned on availability of Federal and State Funds.). (Work First)
22. 98% of all eligible non-custodial parents currently in non-compliance with their child support order for court-ordered participation will be referred to Project ReEntry (a partnership with Goodwill Industries, providing employment services to individuals with criminal convictions). (Child Support)
23. 88% (5,984 of 6,800) of the children who need a child support order for support will have one during Fiscal Year 2016-2017 as compared to the statewide average of 85.45% and similar county average of 87.14%. (Child Support)

**Provide outreach and preventive services for vulnerable children and adults, working to build strengths and mitigate risks through skill building, service coordination and advocacy.**

24. 88% (155 out of 176) of children for whom an abuse, neglect or dependency petition is filed, both parents will be made aware of the process (served) within six months of filing the petition. (Legal)
25. 80% (120 of 150) of program participants who complete Teen Up programming will report an increase in protective factors (i.e. skills, strengths, resources, supports or coping strategies) based on pre and post survey. (Prevention-TEEN UP)
26. 85% (34 of 40) of families who are assessed and engaged in voluntary case management services will not have a subsequent substantiation, while open or within six months of case closure. (Prevention-Family Children Services Team)
27. 100% (39 of 39) of youth ages 16-18 will participate in developing their transition or emancipation plans toward independence, excluding those on the run, or unable to engage due to hospitalization for serious physical or mental needs. (Foster Care)
28. 87% (74 of 85) of school aged children in foster care will pass all academic subjects as indicated by their 4th quarter (end of grade) report cards, excluding those on the run or unable to perform academically due to hospitalization for serious physical or mental needs, compared to 87% in FY2014-15, 88% in FY2013-14, and 86% in FY2012-13. (Foster Care)
29. 80% (80 of 100) of Catawba County adoptive, kinship, and foster parents will gain knowledge and skills by completing at least one additional trauma informed training series after completing initial Trauma Informed MAPP training to better serve the children in their homes and empower and move the caregiver to obtain necessary/required treatment, type of intervention, and more self awareness about how their behaviors/trauma impacts well-being. (Family Builders)
30. 90% (34 of 41) of students who are active with Post Care Services will pass all academic subjects as indicated by their end of semester/grade report cards. (Post Care)
31. 85% (55 of 65) of children adopted from foster care in Catawba County will have a finalized adoption decree within 120 days of the adoptive family's attorney filing the adoption petition, which is 60 days fewer than the 180 days the State allows. (Family Builders)
32. 98% (196 of 200) of all caretakers receiving Work First will participate in ensuring all educational and health needs of the child(ren) are being met. (Work First)
33. *95% of clinical updates will be communicated to the primary care physician, within HIPAA guidelines, within 5 days of the treatment during FY2016-17. (Business Office) (Scorecard Only)*

## **OPERATIONS**

**Ensure diligent stewardship of local, state, and federal resources and maintain fiscal strength.**

34. 99.95% (\$28,195,966 of \$28,210,071) of Federal and State allocations, Medicaid billings, and available grants for all areas of Social Services will be collected during Fiscal Year 2016-17. (Business Office)
35. 93% (27 of 30) of audited cases will have service collaboration efforts with other components of service in the agency when a case is known to be shared. (Work First)

**Provide the highest standards of efficient and effective services.**

36. \$120,000 of financial or time savings will be identified through the utilization of technology advancements, work procedure enhancements and cost saving initiatives. (Business Office)
37. 85% (1,624 of 1,911) of all accepted Child Protective Services intake reports will be screened and assigned to a Social Worker for assessment within 3 hours of the time the report originated (intake call or walk in process started). (Child Protective Services –Intake)
38. *Modified Adjusted Gross Income (MAGI) applications will be processed in an average of 19 days compared to the state requirement to process within 45 days. (Family Support/Medicaid/Food Assistance) (Scorecard Only)*

**Achieve positive results through an ongoing commitment to continuous quality improvement (CQI).**

39. 97% accuracy rating will be maintained by Adult Medicaid in 557 of 575 cases evaluated by internal quality control review. (Adult Medicaid)
40. Food Assistance staff will maintain an accuracy rating of 97% for all Food Assistance cases as evaluated by state quality control monitors as compared to the current state accuracy rate of 93.46% (data as of May 2015). (Family Support/Medicaid/Food Assistance)

**Ensure ongoing commitment and adherence to collaboration and partnerships with internal and external stakeholders.**

41. *Catawba County Social Services will partner with at least 5 external non-profit and/or for-profit agencies to leverage resources as well as streamline and improve services for consumers who have economic (poverty/homelessness) and well-being (post care) needs. (Continuous Quality Improvement) (Scorecard Only)*
42. 100% of clinicians working in an integrated child welfare/behavioral health model will be trained in child welfare practice and trauma informed clinical services and demonstrate an increase in knowledge as measured by a pre-and post-test and deliver a service that is trauma informed and thereby be able to address the needs of the citizens in an expedited and competent manner (Clinical Services).

## **Customer Experience**

**Administer services in accordance with Federal, State, and County laws and regulations.**

43. 97% (213 of 220) children in foster care will be visited at least once per month, as compared to the federal benchmark of 95%, NC's of 85.8% and Catawba County's rate of 94.7% for FY 2014-15. (Foster Care)
44. 89% (196 of 220) children in foster care will be visited monthly in the child's residence as compared to the federal benchmark of 50%, NC's 88%, and Catawba's rate of 88% for FY2014-15. (Foster Care)
45. 93% (186 of 200) of children in foster care will have documented dental screenings, excluding children in Psychiatric Residential Treatment Facilities, jail, and on the run (compared to 93% in FY 2015-16). (Foster Care)

46. 93% (186 of 200) of children in foster care will have documented medical screenings, excluding children in Psychiatric Residential Treatment Facilities, jail, and on the run (compared to 93% in FY 2015-16). (Foster Care)
47. 73% (1,395 of 1,911) of all Child Protective Services assessments will be completed within expected case decision time frames according to policy as compared to the state average of 49.5% and the regional average of 49%. (Child Protective Services—Investigations)
48. 94% (15 of 16) of all concerns identified by the Adult Home Specialist do not escalate to noncompliance. (Long Term Care)
49. 95% (5,862 of 6,170) of all Family Medicaid Modified Adjusted Gross Income (MAGI) applications will be processed timely (within 45 days) compared to the state's requirement to process 90% of all applications timely. (Family Support/Medicaid/Food Assistance)
50. 98% (11,142 of 11,369) of all approved Food Assistance applications will be processed timely within 25 days compared to the Federal goal of 97% within 25 days. (Family Support/Medicaid/Food Assistance)
51. The Program Integrity Unit will investigate known and suspected overpayment situations, causing collections of state, county, and federal funds of \$230,000 for FY 2016-17. (Family Support/Medicaid/Food Assistance)

**Ensure ongoing attention and commitment to customer satisfaction with services.**

52. 95% (43 of 45) of customer's satisfaction surveys will receive a satisfactory score for services received by Family NET, ACE Social Work and Residential Services in FY 2016-17. (Continuous Quality Improvement)
53. 93% (27 of 30) of all quarterly clinical accreditation self-audits will achieve satisfactory on all required program components. (Continuous Quality Improvement)

**Provide quality outcome focused programs and services for consumers, which are responsive to the changing Human Services environment.**

54. 90% (54 of 60) of direct service Child Welfare staff and/or their supervisors who hold the same position for at least six months at the start of FY 2016-2017 and hold that position at least six months during the FY 2016-2017 will receive case review feedback from the CQI team. (Continuous Quality Improvement)
55. 93% (2232 of 2400) of all Child Protective Services intake calls received during normal business hours will be immediately answered by an Intake Social Worker. (Child Protective Services-Intake)
56. 93% (136 children of 147) of school age children in foster care will participate in at least one developmentally appropriate social/athletic/cultural/employment/spiritual activity. (Foster Care)
57. 92% (183 of 200) of children served by outpatient services will demonstrate improvement (at least a 10 point decrease) in at least one domain on the Child and Adolescent Functional Assessment Scale (CAFAS) after six months or upon completion of treatment. (Clinical Services/Outpatient)
58. 90% (9 of 10) of children who participate in Parent Child Interaction Therapy (PCIT) will demonstrate an increase in appropriate behaviors by the 10th treatment session as evidenced by score within the normal range on the Eyberg Child Behavior Inventory (ECBI). (Clinical Services/Outpatient)
59. *Food Assistance applications will be processed in an average of 8 calendar days compared to the Federal goal of 30 calendar days. (Support/Medicaid/Food Assistance) (Scorecard Only)*

60. 70% (175 of 250) of Child and Family Team meetings will be performed with fidelity and will occur within the state required timeframes. (Foster Care)

**Increase citizens' knowledge of internal and external services and resources.**

61. *Complete 12 presentations to recruit foster and adoptive parents to the faith community. (Family Builders) (Scorecard Only)*
62. *The Social Services Public Information Officer will increase public awareness of Social Services through social media by utilizing Facebook and information screens strategically placed in high volume areas across the county. (Business Office) (Scorecard Only)*
63. *95% (452 out of 476/mo.) volunteer coverage rate will be maintained for the Senior Nutrition Program. (Senior Nutrition/In-Home)*
64. *Implement 3 new marketing strategies to recruit foster/adoptive parents. (Family Builders) (Scorecard Only)*

**EMPLOYEE EXPERIENCE**

**Provide staff with a safe, healthy and pleasant work environment.**

65. *90% (360 of 400) of staff (full time and hourly) employed by March 31, 2017 will obtain a passing score on their annual OSHA training (as applicable for their position) by June 30, 2017. (Business Office) (Scorecard Only)*
66. *12 Drills (2 each for fire, severe weather (tornado) and violent situations (lock down)) will be completed at both DSS Main and Family Services Center (6 drills per location) between July 1, 2016 and June 30, 2017. (Business Office) (Scorecard Only)*
67. *70% (140 of 200) of staff will opt in to attend at least 1 of the 4 events held to promote appreciation and positive work culture within the Child Welfare Division. (Continuous Quality Improvement) (Scorecard Only)*
68. *The Agency Council (includes representation from the Diversity, Employee, Social, Wellness, United Way and NCSSA committees) will develop an annual plan to identify and address agency needs.(Business Office) (Scorecard Only)*

**Recruit, select, develop, and retain caring, culturally competent, and diverse staff.**

69. *75% (300 of 400) of Social Services staff will opt in to attend a Diversity Awareness event. (Continuous Quality Improvement) (Scorecard Only)*
70. *100% of Social Services staff who leave the agency voluntarily will be offered a standardized exit interview. (Continuous Quality Improvement) (Scorecard Only)*

**Support training, learning, and the ongoing growth and development of staff.**

71. *90% (18 of 20) of Child Welfare, Clinical and Residential direct service staff/supervisors/program managers will be trained on Practice Profile and Case Review Tools within first six months of hire or*

*transfer, if they remain in their position for the first six months following hire or transfer. (Continuous Quality Improvement) (Scorecard Only)*

*72. 95% of child welfare direct service staff and supervisors will attend secondary traumatic stress and resiliency training. (Continuous Quality Improvement) (Scorecard Only)*

**Encourage teamwork, innovation, advocacy, and shared decision-making.**

*73. 100% (6 of 6) of child welfare mandated services and post-care services will hold quarterly CQI reviews where the team reviews data and identifies service delivery successes and challenges. (Continuous Quality Improvement) (Scorecard Only)*

*74. Adult Services Quality Assurance staff will be integrated into the Continuous Quality Improvement Unit on or before 6/30/2017. (Continuous Quality Improvement) (Scorecard Only)*

*75. 90% of closed Child Welfare investigative files will be imaged within 14 days of submission to the Child Welfare Operations Team (Business Office) (Scorecard Only).*